

# **Missouri Workforce Investment Board (MoWIB) Strategic Plan**

10/1/08 through 6/23/10



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## **Vision of MoWIB**

The Missouri Workforce Investment Board will provide leadership for workforce development in Missouri based on data-driven decision-making and system accountability.

## **Mission of MoWIB**

The mission of the Missouri Workforce Investment Board is to provide policy guidance and leadership to advance an integrated, demand-driven workforce and economic development system.

## **Strategic Goals**

I. **Access.** To connect all Missourians with lifelong economic success.

Strategy 1: Develop a methodology to clearly identify workforce demands and requisite skills on an ongoing basis.

Action 1: Relying on MERIC's network, to collaborate with its workforce partners to present a recommendation to MoWIB for an appropriate methodology.

1. On-going through MERIC

Action 2: At each MoWIB meeting, include a status on the most current economic trends and issues.

1. See attachment A1-9.

a. Typical subject areas include, but are not limited to: current economic trends/conditions, list of in-demand jobs, locations of the jobs, matching people with the jobs, information on livable wage, and/or the path for people utilizing the Career Centers for employment or training.

b. Partner with Awareness Committee so the communication plan can ensure every high school student has access to

career and job training information. This includes using Missouri Connections. (More information available from DESE.)

Strategy 2: Support activities to help attract and retain talent in the state.

Action 1: Using data developed from Strategy 1 identify and agree on targeted, high growth occupations.

1. MERIC will provide data identifying targeted, high growth occupations for Missouri by the April MoWIB meeting and as needed thereafter; MERIC will also provide regional analysis to the Local Workforce Investment Boards (LWIBs) on-going.

- a. In-Demand Occupational Clusters: Jobs in MO with Historically High Growth Openings provided 3-16-10, see attachment A1-9.

- b. See Strategy 1, Action 2, 1.a.

Action 2: Recommend or help identify incentives to attract the high growth occupations identified in Action 1.

1. State incentives generally come through the Department of Economic Development (DED). MoWIB to review the DED strategic plan for synergy with MoWIB initiatives.

Strategy 3: Promote continuous preparation of prospective and current workers to achieve lifelong learning.

Action 1: Increase accessibility to education and training opportunities.

1. Training for Tomorrow, community college competitive \$12 million grant should increase accessibility, will request grant recipient to make presentation to MoWIB of grant usage and results for job placement.

- a. Grant award letters were received by the 12 Community Colleges in February

2010. DED to present information on Training for Tomorrow July 2010. Presentation to include but not limited to: background, grant recipients and amount, expectations and accountability.

- b. DED to report to MoWIB at the end of the grant period on results from the grants. Anticipated to be February/March 2011.
2. Support certificates, industry-based credentials, and post-secondary education deliverers leading to employment.
- a. Information received from DESE on career exploration in secondary schools including attention to target industry growth areas, see attachments B1 to B6d.
  - b. This action is in support of the Alignment and Awareness Committees.

Action 2: Identify and develop new private and public partnerships to enhance opportunities, job readiness and employee retention.

- 1. Obtain information from DWD Industry Training on current partnerships. Goal met. Update as needed.
  - a. Jobs for Missouri Graduates: Drop-out prevention and workforce preparation program for at risk youth delivered in classrooms through support of school and business partnerships. (Not industry training)
  - b. Customized Training Programs: funded by Missouri Job Development fund; training program that provides assistance to existing companies that have made a substantial capital investment or companies establishing a new location in Missouri. Operated by community colleges. See list of projects funded and local project coordinator list.

- c. New Jobs Training Program: Training program targeting companies creating a substantial number of new jobs. Community College operated. See list of projects funded and contact list.
- d. Job Retention Training Program: Targets companies making a large capital investment and/or at risk of leaving the state. Reduces the cost associated with retraining an existing workforce and is designed to assist businesses with retaining a substantial number of jobs. See list of projects funded and contact list.

2. Other activities TBD.

Strategy 4: Remove barriers to accessing economic success.

Note: Contacted LWIBs and committee members to identify internal and external barriers. Matrix is attached with results. A one day conference was held on the UMC campus on March 2, 2010 sponsored by DHE and MU to identify major barriers to college access. MoWIB staff attended and we will continue to provide information to the committee as becomes available over the next year.

Note: The Department of Social Services (DSS) is currently working on assisting low-income people with barriers through a Career Assistance Grant developing an RFP for case management to serve worker training needs of people on TANF. DSS will be working with the LWIBs to partner with those awarded the contracts.

Note: Reminder that low-income population and special issues such as transportation remains a key barrier. In the Bootheel region rural areas there is no public transportation system and people who need employment and training often do not have personal transportation. Two examples of removing the transportation barrier in partnership with the SEMO WIB: 1) van service to GED students in two counties to a GED program; 2) van service to work and home, along with drops to day care. These are

a few examples of things for MoWIB to consider in discussions with the LWIBs.

Action 1: Identify internal barriers. See attachment C to C2.

Action 2: Identify external barriers. See attachment C to C2.

Action 3: Research best practices

1. Some Best Practices to be identified from the LWIB presentations or reports to MoWIB and recipient results from the Training for Tomorrow grants.

Action 4: Recommend appropriate actions and monitoring system.

1. Current DWD monitoring system includes:

MoPerforms – a decision support tool allowing DWD to view and analyze data from customer databases. Can be sorted by workforce program as well as local region.

JobStat process – JobStat state staff provides guidance to local JobStat reps on ways to identify improvement opportunities. Staff examines multiple pieces of information by comparing local region information with other regions, state as whole or other states. Regular meetings of JobStat staff and reps allow best practices to be identified and determined (See Action 3)

Continuous Improvement Reviews (CIRs) – CIR program oversight process employs monitors to assess information from the database management system to ensure regional compliance and performance. Integrated compliance system for most of the workforce programs.

Action 5: Identify funding and funding sources required to meet the needs identified. (TBD)

- II. **Alignment.** Align complimentary measures of workforce development activities currently distributed among partners in education, economic development, workforce development, community development, and other partnerships.

**PLEASE REFER TO ALIGNMENT IMPLEMENTATION PLAN  
ATTACHMENT #1.**

Strategy 1: Review missions, policies and procedures of partner/stakeholders organizations to identify barriers and encourage alignment of workforce development activities.

Action 1: Initiate an interagency effort to identify strengths, redundancies, and barriers.

1. Review mission and vision for each state partner and LWIB.

a. Completed separate matrix's for state partners and for LWIBs. See attachments D1-D4.

b. We need information on programs, degrees, courses, etc.

2. Review Strategic plans/direction.

a. Attachment D1-D4 includes some Strategic Plan goal information from a few partners and LWIBs. Some LWIBs do not complete a separate Strategic Plan from their Local WIB Plan. Some state agencies are in the process of rewriting their plans.

Action 2: Use the policy and procedures review findings to make policy recommendations to support program collaboration.

1. TBD

Action 3: Identify and inventory current public funding streams to evaluate alternative strategies of fund utilization that increase efficiency and

maximize return on investment (soft and hard dollars) spent for workforce development.

1. TBD

Action 4: Actively engage industry stakeholders to determine their training needs and identify potential partnerships with training providers.

1. Survey businesses to identify and define the training needs of the business community and assess the effectiveness of existing training efforts. Working with DWD to obtain info.
  - a. Meet with MERIC and find out what work is currently underway for a survey. Some information may already be available or in the works.
2. The survey and data collection needs to be performed by a 3<sup>rd</sup> party to avoid conflicts-of-interest.
3. Survey providers to become clearer on what and how they provide and how they define themselves (e.g. some education providers consider themselves purely academic and shy away from the workforce/career building label even though they receive workforce dollars).

Action 5: Promote customized education and training opportunities between the business community and workforce stakeholders.

1. Support industry training. Work with DWD and post-secondary deliverers to obtain more information on Industry training (Customized Training, New Jobs Partnerships and Job Retention Training Program, Jobs for Missouri Graduates)
  - a. Information on customized education and training currently in place and availability. (see above)
    - i. See list of current projects and contacts, attachments E1-E5a.
  - b. Identify existing partnerships with business. (see above)



- i. See list of current projects, attachments E1-E3i.

Action 6: Support programs for populations with special needs, i.e., at-risk youth, dislocated workers, mature workers, prisoner re-entry, individuals with disabilities, etc. (NOTE--YOUTH COUNCIL ASSIGNMENT)

1. MoWIB members will actively support, through participation, initiatives for special need populations such as Missouri Veterans Programs (Vets), Jobs for Missouri Graduates (Youth), Missouri Reentry Program (Ex-Offenders) and other self-sufficiency programs
  - a. Prisoner Re-entry—Open to hiring offenders upon release. Become involved in the statewide local networks which meet to discuss ways to offer support and employment to those being released. Employment is valuable to reducing the return to crime and prison.
2. Staff is currently identifying other programs for special need populations.

Action 7: Support curricula alignment among educational levels and with industry standards in conjunction with others.

1. Identify curricular alignment currently existing from DHE and DESE with/between post-secondary deliverers as well as any other training providers. Requesting curricular alignment agreements in place from DHE and DESE.
  - a. Curricular alignment information obtained from DHE and DESE, see attachments B1 to B6d.

Strategy 2: Review the philosophies of partner agencies to ensure a common vision for the workforce development system.

Action 1: Conduct resource mapping of current funding streams to identify public and private training resources available in the state.

1. TBD through survey and resource matrix. Begin work to obtain information from Missouri state departments to determine the amount of funding by program in our state and recipients of the funding. Our intent is to provide an update to a survey conducted a few years ago through the University of MO.

Action 2: Assess the visions of workforce partners to identify similarities and differences, keeping in mind that federal funding sources identify the purpose, goals and scope of the programs to be provided.

1. TBD....see Strategy 1.

Strategy 3: Identify best practices, quality programs, and innovative approaches that can be implemented across Missouri and result in increased collaboration and integration of workforce development activities.

Action 1: Staff will assist the Board in the identification of those practices on an on-going basis, as relevant to the Board's direction, and provide to MoWIB.

1. TBD, on-going. One source of information will be from the State Chair meetings.

Strategy 4: Build internal capacity to identify and utilize alternative federal, state, and local funding sources to advance workforce development activities.

Action 1: Encourage participation in on-going entrepreneurial initiatives while being supportive of continued new efforts.

1. Contact the Small Business Administration and DED's Division of Business and Community Services for assistance.
  - a. Contact information obtained, staff will pursue additional information.

Action 2: Identify potential leads for funding and distribute to LWIBs for further consideration for enhancement of local goals.

1. TBD

III. **Accountability.** Support a system for accountability and continuous sustainable improvement that focuses on quality, return-on-investment and transparency.

Strategy 1: Develop a scorecard to measure progress and inform practice.

Action 1: Create and identify scorecard measures including a comprehensive financial picture and trend analysis on a quarterly basis. Proposed creating a sub-committee of Accountability, Service WIB Task Force, comprised of approximately 12-15 individuals geographically dispersed. Members to represent: Accountability Committee, LWIB Directors, LWIB Chairs, Service Providers, DWD and MERIC staff. MoWIB will have a liaison person, representing the LWIB Directors, to serve as a link and resource between the Board and LWIBs. LWIB liaison will be introduced at the July Board meeting.

1. In conjunction with DWD, LWIB directors and service providers develop a basic common list of services and measurable consistent for all LWIBs. (Service WIB Task Force assigned)
  - a. Include assessments of clients and any changes in performance to indicate developmental activities for the local LWIBs (formerly action 4).
  - b. List of services should also be provided per individual LWIB dependent on the demographic and economic situation in each local area. (previously Action 2)
  - c. Task to include development of a consistent terminology for services. (previously Action 2)

- d. Develop a Scorecard based upon Next Generation Career Center (NGCC) integration model performance measures
2. Survey all LWIBs and selected service providers to gain feedback on the overall scorecard system prior to implementation.
3. After completion of the development, implement and monitor the new system through MoWIB on a quarterly basis.

- Action 2: Support the identification and definition of indicators; setting of benchmarks, and management practices
1. Obtain LWIB specific data from MERIC on a quarterly basis concerning economic conditions and jobs available in each LWIB area.  
Resource: MERIC
  2. Match the MERIC LWIB area specific data with WorkKeys assessments on a quarterly basis to match potential employees with potential employers. Resource: DWD
  3. Utilize MERIC LWIB specific data to correlate with LWIB placement and income statistics on a quarterly basis. Where LWIBs exceed MERIC indicated economic growth, determine best practices that could be shared with those LWIBs not meeting MERIC economic indicators.  
(Service WIB Task Force assigned) Resource: MERIC and DWD
    - a. Once data received would come back to the Accountability Committee to analyze and decide what actions to take.
    - b. LWIB recognition for high performance from MoWIB (Accountability Committee).

- IV. **Awareness.** Create a sense of urgency by communicating what MoWIB is and its responsibilities through effective communication, brand identification and awareness.

**PLEASE REFER TO AWARENESS COMMUNICATION PLAN  
ATTACHMENT #2.**

Strategy 1: Develop a communication plan for both internal and external customers.

Action 1: Develop a communication plan by July 29, 2010.

1. Plan to include MoWIB quarterly e-News publication, Annual Report, Workforce System Information (matrix). Also provide communication support to committees regarding surveys and other communication needed to facilitate actions and strategies. See attachment F Draft. Draft completed by April 23, 2010, will continue to update and revise as needed. We will look into adding social networking as a means of communication and periodically including best practices from the LWIBs on the MoWIB website.

Action 2: Assist with implementation of a branding initiative (of the Workforce System). Promote the public workforce system (career centers) versus other private employment support systems (staffing agencies, etc.). Use Board members as a selling tool. Determine target audiences and most appropriate means to access businesses, job seekers and public officials.

Action 3: Engage partner agencies to deliver a common message in support of the workforce system.

TBD, refer to Strategy 2, Action 3.

Action 4: Promote the value of certificates, industry-based credentials and post-secondary deliverers leading to employment (wording changed to track with Access and Alignment). Support efforts in conjunction with the Access and Alignment Committees.

1. Information received from DESE on career exploration in secondary schools including

attention to target industry growth areas, see attachment B1 to B6d.

Action 5: Publicly recognize significant workforce successes.

1. Information received from LWIBs through information either submitted to or presented to MoWIB, including information submitted through MoWIB e-News.

Strategy 2: Educate the legislature and other potential funding sources regarding the importance of investment in improvement of the workforce system.

Action 1: Establish opportunity for MoWIB members to engage with legislators.

1. Through contact with Legislators provide information on MoWIB and the workforce system.
  - a. When opportunity present meet with your Legislators to promote the workforce system.

Action 2: Communicate information from resource mapping on funding streams to stakeholders to enhance knowledge and funding support for the workforce system.

1. TBD

Action 3: Determine success measures for effectively connecting with target audiences as measured by the Scorecard; refer to Accountability, Strategy 1.

1. Need to define “target” audiences (Public Officials, LWIBs, Businesses, Job Seekers, stakeholders, etc.). Refer to Strategy 1, Action 2.
2. Increase in job placement and training including OJT.
3. Increase in business participation in Workforce System.

4. Scorecard--being developed through the Accountability Committee; once developed Awareness will assist with marketing.

Action 4: Support the sharing of information between government agencies and other stakeholders.

1. On-going at MoWIB meetings and through various means of communication such as e-News.

Strategy 3: Communicate the vision and work of the Missouri Workforce Investment Board to the local WIBs to assure their local activities align with the statewide framework.

Action 1: On an annual basis, each LWIB will report its successes and challenges to MoWIB.

1. Written reports/updates, combined with some presentations to MoWIB, on results/best practices/lessons learned.
2. Working on LWIB Directors liaison/resource for MoWIB.
  - a. LWIB liaison has been identified and will be introduced at the July Board meeting.

Action 2: Staff will identify the visions and missions of each LWIB to enhance further understanding and cooperation.

1. Matrix completed in conjunction with Alignment committee. See attachments D1-D4. Information provided and will continue to update as new information is developed. Highlight the matrix at the next meeting.